

BOARD OF MANAGEMENT

Human Resources and Development Committee



Thursday 15 February 2024 at 5.00pm **Room A625,**
Kingsway Campus (MS Teams option available)

AGENDA

1. WELCOME
2. APOLOGIES
3. DECLARATIONS OF CONNECTION & INTEREST
4. APPOINTMENT OF A VICE CHAIR ST
5. MINUTE OF THE PREVIOUS MEETING – 1 November 2023 Paper A for approval
6. MATTERS ARISING Paper B for noting
7. PEOPLE, OD & COMMUNICATIONS REPORT Paper C for information ST
8. PRESENTATION – CPD PROGRAMME DEVELOPMENTS Presentation CC/JR
9. NATIONAL BARGAINING Paper D for discussion ST
10. STRATEGIC RISK REGISTER Paper E for approval ST
11. HR METRICS Paper F for information ST
12. MEETING MINUTES/UPDATES Paper G for noting
 - Joint Consultation & Negotiation Forum
 - Health, Safety & Wellbeing Committee
13. DATE OF NEXT MEETING – Thursday 2 May 2024 at 5.00pm in Room A625, Kingsway Campus



Human Resources and Development Committee

Thursday 15 February 2024

PAPER A

**MINUTE OF THE PREVIOUS MEETING –
Thursday 1 November 2023**

BOARD OF MANAGEMENT

Human Resources and Development Committee



Thursday 9 November 2023

Draft

Minute of the Human Resources and Development Committee meeting held on Thursday 9 November 2023 at 5.00pm, in Room A625, Kingsway Campus.

PRESENT:

N Lowden	D Smith
B Lawrie	S Hewitt
K Ditcham	M Beattie
C Cusick	

IN ATTENDANCE: S Taylor (Vice Principal / Secretary to the Board) P Muir (Board Administrator)
J Grace (Vice Principal Curriculum & Attainment) K Buchan (HR Manager)
B Grace (Head of Estates)

1. WELCOME

N Lowden noted that he was chairing the meeting in the absence of D Mackenzie and welcomed committee members and welcomed M Beattie to his first Human Resources and Development Committee.

2. APOLOGIES

Apologies were received from D Mackenzie, J Carnegie, J Buchanan, and D Rosie.

3. DECLARATIONS OF CONNECTION & INTEREST

There were no declarations of interest or connection.

4. MINUTE OF THE PREVIOUS MEETING

The minute of the meeting held on Thursday 7 September 2023 was approved as an accurate record.

5. MATTERS ARISING

There were no matters arising.

6. PEOPLE AND PERFORMANCE REPORT

S Taylor summarised and highlighted the final elements of the College savings plan and how they have progressed decisions in respect of the remaining pending applications have been made as final staffing and structure changes are progressed.

This has resulted in two further Voluntary Severance (VS) applications being progressed since the last meeting, bringing the total VS savings achieved to c£2.1 million at an estimated VS cost of c£976k.

Given the on-going need for savings, it is proposed that the voluntary severance scheme will reopen again in late 2023 through to early 2024. This would be on an enabling basis, with no specific savings targets or areas to be reduced.

B Lawrie asked if the number of future VS applications could be a concern given recent schemes and asked about the ability to fund future VS. S Taylor noted that as an enabling scheme there were no specific targets, so no specific level of interest was needed. It was noted that future funding of VS was challenging as cash reserved diminished, however, this will continue to be monitored. The scheme generated savings, so was a necessary step going forward.

S Taylor highlighted the Scottish Government is in the process of amending legislation to create the roles of Trade Union Nominated Board Members for Colleges. This new legislation has been delayed slightly by the government and was expected to be approved around the end of January 2024.

S Taylor noted the developments in the iTrent HR/Payroll system and noted that these changes should support better reporting. As part of this transition, it is proposed that the current structure and format of the HR metrics provided to the HR Committee will be reviewed and any changes brought forward to a future meeting, probably in May 2024. As part of this development, it is anticipated that clearer data will be able to be provided on a basis that requires significantly less manual manipulation. A proposal in respect of planned changes will be brought forward to the Committee once finalised.

S Taylor highlighted the ten-year anniversary for Dundee & Angus College and the recognition of its success.

N Lowden thanked S Taylor for the report.

7. NATIONAL BARGAINING

S Taylor highlighted the paper, summarising recent developments around a range of national bargaining points. Following conclusion of the 2021/2022 academic and support staff negotiations, arrangements were progressed in respect of the 2022/2023 and then 2023/2024 settlements (effective from 1 September 2022 and 1 September 2023 respectively). This offer equates to almost 10% at the lowest academic salary point. Despite on-going national discussions, no settlements have yet been reached and details around the current situation for each staff group are summarised below.

Negotiations for the 2022/23 and 2023/24 academic staff salary settlements remained difficult, with a final offer of £2000 for 2022/23 and £1500 for 2023/24 on all salary points being rejected and ballots on industrial action returning a majority vote. Notification of planned action consisting of a 'work to rule' and action to withhold student results was enacted for Academic Staff from 2 May 2023 with some staff taking part in this action and work was undertaken to minimise the impact (particularly of the resulting boycott) on student progression. Strike action by academic staff was confirmed, with strikes undertaken on 7 and 21 September 2023 and on 2,3 and 4 October 2023. The College remained open on these dates with c30% of academic staff involved in the action and steps were taken to minimise disruption to learning.

Action by support staff on 7 and 21 September 2023 and on 4 October 2023 had resulted in c14% of support staff being on strike.

S Taylor reported further national discussions and the intervention of the Minister, it was proposed that a three-year deal to be considered (2021/22, 2022/23 and 2023/24) with an offer of £1500 on all salary points being made for year 3 alongside the £2000 and £1500 offers for years 1 and 2. This had been rejected by EIS/FELA and Unison, with a counter offer of £8000 being made by EIS/FELA. Discussion in respect of the year 3 settlements are ongoing with no immediate signs of a resolution being imminent.

It has been advised nationally that a further EIS/FELA ballot on strike and action short of strike action is likely to be announced in the near future. Assuming this meets the required threshold then further action would be likely to be announced at some point in the new year. A further ballot by Unison was already underway.

Alongside discussion on pay, dispute has also arisen, and discussions are ongoing for a national sector wide guarantee on no compulsory redundancies.

S Taylor highlighted the National Job Evaluation, with work continuing to progress slowly. Concerns have been reported to support unions nationally regarding the accuracy and validity of the job evaluation outcomes created and concern exists that this data (as of September 2018) is reaching a point where it may be too out of date to be reasonably used to inform job evaluation outcomes.

Alongside these issues, concerns also exist around the availability and security of SFC funding that has been ringfenced since 2018 to support the costs of moving to a new pay and grading system. The substantial funds nationally (c£61million) and the current funding crisis across the public sector present a greater risk around: retention, the agreement, and access to these funds.

Brian Lawrie asked about the value to the College of the funds held by SFC to support the implementation of national job evaluation. These amount to £676k per year and are backdated to 1 September 2018 so amounted to £3.3million at 31 August 2023. These funds are held by SFC (not the College) and would be allocated on implementation of the project with the final arrangements and methodology for this not yet known.

S Taylor noted that National Policy discussions were ongoing. These policies have proven to be challenging with only one policy having been agreed- National Menopause Policy. K Buchan highlighted that the Discipline and Grievance policy is currently sitting with the union, and it was hoped that these would be agreed without too much delay.

The report was welcomed by the Committee.

8. HEALTH & SAFETY ANNUAL REPORT

B Grace highlighted the Health & Safety Annual Report. He stated the ongoing mandatory training is held through EduCare/TES Institute which is the current Mandatory Training Provider for the College. Training has moved into reoccurring 'themed years' with different health and safety themes covered within the mandatory training. This will then form the basis of the ongoing update of mandatory training across the College for all staff, subject to Estates Monthly Monitoring procedure.

Further to the ongoing review of Fire Risk Assessment Procedures within all campuses, it was identified that (with the expansion of hybrid working) there were possible gaps in the availability of staff on campuses to perform the roles of Fire Reporting Officer, Fire Warden, trained Evac Chair operator during an emergency evacuation. To address this, a draft Fire Emergency Evacuation Procedure proposal has been developed with new procedures supported by the placement of 75 new EES boards (Evacuation Emergency Stations) within all 3 campuses.

B Grace reported that Fire evacuation drills were successful and carried out on all three campuses with buildings efficiently evacuated. The arrangements in place had also been identified as good practice by the fire service.

B Grace highlighted the success of the audit undertaken by Henderson Loggie during the early months of 2023. The final report was positive; various strengths demonstrated with two minor recommendations identified, which have been implemented and closed out.

B Grace highlighted the Estates team have managed to successfully secure additional funding to upgrade all current fire alarm systems within the college to the new multi-sensor fire alarms, this allows direct contact and a response to the fire service.

D Smith noted that the volume of the fire alarm was quite low in some areas. B Grace stated he will investigate this and adjust the volume accordingly.

N Lowden praised the report, the developments taking place and the clear and structured approach to these.

9. STRATEGIC RISK REGISTER

S Taylor highlighted that no changes were proposed in respect of the risks allocated to the Human Resource and Development Committee.

The paper was approved.

10. HR METRICS

S Taylor highlighted the HR metrics to the Committee, discussing the FTE and headcount data. This data is easier to gather, giving a more accurate record of staffing data each time.

S Taylor noted that there was an error within the staff absence data arising from double counting due to the transition from Hydrogen to iTrent systems. It was noted that this could be corrected, but would require significant manual intervention to do so. S Taylor asked if the Committee were comfortable to leave this data as it was and transition to the new data. This was agreed and S Taylor and K Buchan assured the Committee that the absence figure differences would rectify over time. Following discussion the Committee confirmed unanimous approval for this approach to be taken.

11. MEETING MINUTES/UPDATES

Updates from the Joint Consultative Committee and Health, safety and wellbeing Committee were noted with interest.

12. Date of Next Meeting

Thursday 15 February 2024 at 5.00pm in room A625, Kingsway Campus.

Action Point Summary

Action	Responsibility	Date
No action points noted		



Human Resources and Development Committee

Thursday 15 February 2024

PAPER B

MATTERS ARISING

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 15 February 2024

Matters Arising



Paper B for noting

Agenda Item No	Action	Current status	Open / Closed
	There were no matters arising		

Author & Executive Sponsor: Steven Taylor, Vice Principal – People and Performance



Human Resources and Development Committee

Thursday 15 February 2024

PAPER C

**PEOPLE, ORGANISATIONAL DEVELOPMENT &
COMMUNICATIONS REPORT**

BOARD OF MANAGEMENT
Human Resources and Development Committee
Thursday 15 February 2024



People, Organisational Development and Communications Report

Paper for information

1. Change of Report Title

Please note that the title of this standard report has been amended to cover People, OD and communications. This change has been made to reflect the changes in the Executive structure and responsibilities and similar changes will be made to the equivalent reports going to other Board Committees.

2. Voluntary Severance

An enabling Voluntary Severance scheme was opened at the end of November 2023 and will remain open until 29 February 2024. To date this scheme has attracted 11 applications (4 academic and 7 support). Decisions in respect of these applications are currently being progressed to support future financial sustainability.

Given the on-going need for savings to be realised it is likely that the voluntary severance scheme will reopen again during 2024 as required through until the end of the calendar year.

3. Transformation Activities and Officer Appointment

Following on from the appointments of Andy Ross as Director of Infrastructure and Leann Crichton as Director of Student Experience, a review of priorities and needs was undertaken in respect of the 'backfill' of their previous roles. This has resulted in no like-for-like replacement of these roles and the creation of the role of new Transformation Officer and the appointment of Chloe Hendrie (formerly Help Point Team Leader) into this post on 5 February 2024.

The transformation role will operate across the College to review systems and processes identify and create opportunities to streamline the way in which we operate and to enhance the student (or staff) experience.

The Transformation Officer will lead and support a range of large and small transformation projects, including projects aimed at automating processes and reducing paperwork (for example through power apps and power automate) as well as supporting developments to assist better planning and timelining of tasks and better integration of services to meet student and staff needs (for example through the use of Service Design).

Chloe brings excellent experience of developing services of this type through her role in the creation and management of our Help Point service as part of the former Good to Great strategy and will work closely with curriculum and support services to improve the way we operate.

Alongside this development we have taken the opportunity to invest further in our data analysis and reporting to create 'single source' data dashboards in place of previous static reports and spreadsheets.

Transformation projects and developments will support and utilise this further focus on data to underpin change.

Threaded through all of these developments is a focus on changing ways of working and reducing the impact of 'silo' operations and approaches. This will include the creation and operation of small short life task groups and teams who will be empowered to make the necessary changes. Although only one appointment at this point, this is a shift (significant for some) in culture and how the College works.

As initial tasks, the Transformation Officer is focussing on:

- the transition of our student management systems to the single REMS platform (on-going project);
- creating a clear timeline of major support activities and interactions (linking to our curriculum timeline) and identifying priority areas for improvement, such as bottlenecks, systems waste and clarifying data needs;
- supporting transformation of our culture and approach in respect of the identification, communication, support and management of student debt;
- supporting the transformation of arrangements and processes underpinning workforce planning, post approval, contract and payment arrangements for part-time variable staff; and
- supporting awareness and transformation in admin based processes and activities through the use of (for example) power apps, power automate, data use and AI.

An initial development session was held on 19 January 2024 to bring together support managers and officers to look discuss future ways of working, improvements in communication, and key priorities for transformation. This session had input from Simon Hewitt and also from Peter Connolly, the College Inspector from Education Scotland.

Further updates and information on the progress of the transformation work will be brought to the Committee at a future point.

4. Trade Union Nominees of Boards

As highlighted at previous meetings, the Scottish Government has now introduced the legislation to create the roles of Trade Union Nominated Board Members for Colleges. A single nomination has been received from EIS/FELA which will progress to appointment. Arrangements for a support staff nomination from GMB/Unison are still being progressed.

5. 2023 Savings Plan 'Lessons Learned' Exercise

As part of our agreed outcomes from the 2023 savings plan, a Lessons Learned discussion was organised with our recognised unions (a similar exercise was held from the previous savings plan). This meeting took place just before Christmas and was a useful and positive exercise.

Discussions focused on the communication approaches utilised and what was felt to have worked well and what could be improved. The value of face-to-face communication with teams where cuts were impacting most was particularly highlighted. Alongside this was recognition of the difficult nature of savings exercises of this type for everyone involved and the need to be aware of this human impact.

A range of practical outcomes were confirmed and are being enacted as required.

6. General Teaching Council (Scotland) Update

As detailed within previous updates, arrangements are now in place to support the professional registration of teaching staff through GTCS. This includes full registration for those with a recognised teaching qualification and appropriate service and a provisional category of registration for those yet to complete their full teaching qualification.

The progression of arrangements is now underway, although it is expected that it will take a significant period of time for all eligible staff within the sector to be able to register given the maximum capacity of GTCS to process applications.

D&A currently has 224 eligible staff that are still to progress their registration.

7. Future Work Plans

Committee members may wish to note As detailed within previous updates, arrangements are now in place to support the professional registration

8. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely:

- 2.2 – failure to achieve institutional sustainability
- 3.1 – failure to reach aspirational standards in learning, teaching and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 3.9 – failure to meet PREVENT and related obligations

Authors: Steve Taylor, Vice Principal, Karen Buchan, HR Manager and Christine Calder, Academic Development Lead

Executive Sponsor: Steve Taylor, Vice Principal



Human Resources and Development Committee

Thursday 15 February 2024

PAPER D

NATIONAL BARGAINING

BOARD OF MANAGEMENT Human Resources and Development Committee



Thursday 15 February 2024 National Bargaining Update

Paper for information

1. Introduction & Context

This paper summarises the current position, recent developments and national disputes arising from the national bargaining processes in place for colleges.

Following conclusion of the 2021/2022 academic and support staff negotiations, arrangements were progressed in respect of the 2022/2023 and then 2023/2024 settlements (effective from 1 September 2022 and 1 September 2023 respectively), with further discussions adding in the 2024/2025 salary offer to create a 3 year deal.

Despite on-going national discussions, no settlements have yet been reached and details around the current situation for each staff group are summarised below.

2. Academic Staff Negotiations

Negotiations for the 2022/23, 2023/24 and 2024/25 academic staff salary settlements remain difficult, with a final offer of £2000 for 2022/23, £1500 for 2023/24 and £1500 for 2024/25 on all salary points being rejected and a second ballot on industrial action returning a majority vote (following a failed ballot in late 2023).

Notification of planned action consisting of a 'work to rule' and action to withhold student results has been announced from 12 February 2024. The impact or engagement with this action is not yet known.

National strike action by academic staff has been confirmed, with a national strike day scheduled for Thursday 29 February. Further targeted strike days are also anticipated for 12 and 14 March 2024 although formal notification of these has not yet been provided. The College will remain open on strike days and steps will be taken to minimise disruption to learning.

Alongside discussion on pay, a dispute has also arisen and discussions are ongoing around wording in respect of a request for a national sector wide guarantee on no compulsory redundancies.

3. Support Staff Negotiations

In respect of Support staff, a complex pay and conditions demand was submitted on behalf of Unison, GMB and Unite (and detailed at previous meetings).

A similar final offer of £2000 for 2022/23, £1500 for 2023/24 and £1500 for 2024/25 on all salary points has been made to support staff, with this being rejected by Unison who have subsequently held a ballot on industrial action returning a majority vote.

There has not yet been any notification of strike action by Unison members, although it is expected that this will be forthcoming at some stage – possibly on common dates to academic staff action.

The three year pay offer was put to the GMB membership nationally and had been overwhelmingly accepted by the GMB membership (who are the predominant union for support staff at D&A, particularly within the Dundee campuses). As a single bargaining group, this acceptance cannot be progressed until the other unions (Unison and Unite also accept an offer).

Alongside discussion on pay, dispute has also arisen around wording in respect of a request for a national guarantee on no compulsory redundancies.

Discussions are also progressing slowly on the wide range of terms and conditions items as part of the 2022/23 pay demand made by Unison.

4. Industrial Action Arrangements

Arrangements for strike days will be progressed based on past experience. The College will remain open on strike days and decisions will be made on a day by day basis on whether or not all / some/ no/ classes will be cancelled. Salary deductions are made for all staff taking part in strike action.

Arrangements in respect of action short of strike (ASOS) are being discussed nationally and it is anticipated that colleges will be asked to take a common approach across the sector and to withhold / deduct payment of up to 100% where staff are engaged in ASOS and withhold student results.

5. 2021 Instructors Dispute

Following resolution to the 2021 national dispute with academic staff surrounding the use of instructor roles, a national dispute has been raised by support unions to the Employers' Association as a result of the terms of the [national agreement reached with EIS/FELA](#).

Support unions remain unhappy that the review process agreed as a resolution to the EIS/FELA dispute does not involve them in discussions around potential changes to the designation of instructors/trainers (who are support staff).

National discussions have not progressed for some time due to discussions around the pay disputes.

6. National Job Evaluation

Arrangements in respect of the national support staff Job Evaluation exercise continue to progress very slowly, with the last update on this produced in March 2023. Details of work being undertaken is available on the NJNC website: <https://njncscotlandscolleges.ac.uk/job-eval-latest-news/>

Significant concern has been highlighted to support unions nationally regarding the accuracy and validity of much of the job evaluation outcomes created and concern exists that this data (as of 1 September 2018) is reaching a point where it may be too out of date to be reasonably used to inform JE outcomes.

National discussions around this are progressing but it is recognised that there is significant likelihood for national arrangements to be further delayed or derailed as arrangements progress and as complex and contentious elements for discussion/agreement arise.

Part of the ballot in respect of industrial action for support staff relates to the failure of employers to provide for 'pay harmonisation' in respect of support roles.

Alongside these issues, concerns also exist around the availability and security of SFC funding that has been ringfenced since 2018 to support the costs of moving to a new pay and grading system. These are substantial funds nationally (c£68million) and given the current funding crisis across the public sector the risk around retention of these funds is heightened and there is an increased impetus to reach agreement and access these funds.

7. National Policy Development

National discussions have been ongoing over several years to support development of a suite of national policies, with a particular focus around the following areas:

- Absence Management
- Family Friendly Policies (including Maternity, Paternity etc.)
- Discipline and Grievance
- Flexible Working
- Professional Development.
- National Menopause Policy
- Annual Leave Policy
- Managing Workforce/Organisational Change Policy

These discussions have proven challenging, with only the national menopause policy having been agreed. Discussions around the remaining areas, plus other issues – such as a 4 day working week – continue.

8. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of the following risk within the Strategic Risk Register.

- 2.3 National outcomes on salaries and conditions of service outstrip ability to pay
- 3.6 National bargaining outcomes impact adversely on College operations, activity, and flexibility
- 3.7 Industrial Relations Problems (including industrial action)

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations



Human Resources and Development Committee

Thursday 15 February 2024

PAPER E

STRATEGIC RISK REGISTER

BOARD OF MANAGEMENT

Human Resource and Development Committee

Thursday 15 February 2024

Strategic Risk Register Update



Paper for approval

1. Allocation of Risks to Board Committees

Following discussion at the Audit and Risk Committee in May 2019, the Board of Management agreed at its meeting in September 2019 that key strategic risks be allocated to each Board Committee for regular review and consideration.

The Strategic Risk Register now highlights the allocation of risk areas across the range of Board Committees.

In identifying these delegated risks, it has been agreed that each Committee consider (and amend/update as appropriate) the key risk areas within their responsibility as a standing item at each future meeting.

Proposed changes arising from this consideration will be brought back to the next appropriate meeting of the Audit & Risk Committee for final approval.

In making these changes, it is important to reinforce that the overall responsibility for risk management will remain with the Board of Management, with delegated authority for the implementation and review of this to the Audit & Risk Committee. The further allocation of areas of risk oversight to Board Committees is intended to improve the awareness, oversight and consideration of risk, rather than amend the terms of the Board of Management scheme of delegation.

2. Consideration of Risks to Board Committees

In making these changes, each Committee has also been asked to consider how it is informed around the areas of key risk and assure itself that the regular reporting and information, updates and opportunities for scrutiny within the operation of the Committee are reasonable and sufficient in respect of this.

3. Review of Risks Allocated to the Committee within the Strategic Risk Register

The draft March 2024 Strategic Risk Register is enclosed.

This has been subject to review following discussion at the December 2023 Audit & Risk Committee, with changes made to some risks and an additional risk added.

It is noted that these changes are not in respect of risks allocated to the Human Resource & Development Committee, however, it is proposed that a further change be made for consideration following consideration of the recent audit on risk management and business continuity at the March Audit and Risk Committee.

This audit has recommended that an additional risk in respect of the attraction, development and retention of staff be included in the Strategic Risk Register.

4. Approvals

In respect of the above information approval is sought on the Strategic Risk Register as it relates to the operation of the Committee.

Author and Executive Sponsor: Steve Taylor, Vice Principal Support Services and Operations



STRATEGIC RISK REGISTER

2023 - 2024

As at March 2024

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									

1.1 LT&Q	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	<ul style="list-style-type: none"> Robust strategic planning Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	4	2	8 ↔	<ul style="list-style-type: none"> Robust monitoring via ROA Clear performance metrics Amendment of strategic direction/plans Rolling curriculum review 	Principal & Chair
1.2 Board	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	<ul style="list-style-type: none"> Effective environmental scanning Negotiation/influence at national level 	4	3	12 ↔	<ul style="list-style-type: none"> Review of changes and amendment of strategic direction/plans Financial strategy sensitivities 	Principal & Chair

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
1	Strategic and Structural									

1.3 Board	Difficulties or over commitment arising within large scale/national College led initiatives or projects impact negatively on: <ul style="list-style-type: none"> Ability of the College to meet key regional strategies/objectives Financial loss or unmanageable financial risk Reputational loss 	4	3	12	<ul style="list-style-type: none"> Effective project/activity management in place Clear governance structures Project/initiative finances clearly incorporated within College financial strategy and plans End of project and exit/contingency planning 	3	2	6	<ul style="list-style-type: none"> Regular project updates at Executive/Board level Monitoring of project activities, plans and outcomes Clear project Management arrangements in place Budget reporting and management 	Principal, VPCP
1.4 Board	College disadvantaged as a result of changes arising from major national educational body reviews: SFC, SQA, EdS	4	4	16	<ul style="list-style-type: none"> Negotiation/influence at national level Review of activities/projects and response to new opportunities 	4	1	4	<ul style="list-style-type: none"> Robust monitoring via ROA Amendment of strategic direction/plans Rolling curriculum review 	Principal

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION			Lead Responsibility		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood		Score	
1	Strategic and Structural									
1.5 Board	Failure of D&A plans and activities to deliver on required carbon reductions and sustainability actions necessary to meet national targets and achieve College climate emergency ambitions.	4	3	12	<ul style="list-style-type: none"> Robust CEAP in place Multiple strands of activity/action Embedding sustainable practices in normal activity and ways of working Clear links between strategy and practice Planned investment in carbon reduction Sustainable procurement 	4	2	8	<ul style="list-style-type: none"> Robust monitoring and reporting of CEAP at SLT and Board level Clear performance metrics Amendment of strategic direction/plans Monitoring of scope 3 emissions 	VPSO, DirInf, HoE

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2	Financial									

2.1 F&P	Change in Funding Body and/or Funding Methodology and Allocation – Reduction or restriction in Funding Amended Wording to reflect potential new funding body/arrangements	3	4	12	<ul style="list-style-type: none"> Negotiation/influence at national level Contingency plans for amended funding levels or requirements 	3	3	9 ↔	<ul style="list-style-type: none"> Advance modelling of new funding requirements, methodologies, and allocations Monitoring impact of changes Amendment of strategic or operational direction / plans Financial strategy sensitivities 	VPSO
2.2 F&P	Failure to achieve institutional sustainability Additional mitigation and monitoring actions noted	5	4	20	<ul style="list-style-type: none"> Protection of funding through dialogue with SFC and SG Input to create sector ‘flexibilities’ Robust annual budget-setting and multi-year financial strategic planning Effective budgetary control Where required, swift action to implement savings 	4	4	16 ↔	<ul style="list-style-type: none"> Monthly monitoring of budgets Regular review of financial strategy and non-core income sensitivity Effective use of sector ‘flexibilities’ to support sustainability Amendment of strategic priorities and timing to align with funding levels Detailed monitoring of savings programmes 	VPSO
2.3 F&P	National outcomes on salaries and conditions of service outstrip ability to pay	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of staffing expenditures 	4	3	12 ↔	<ul style="list-style-type: none"> Expenditure modelling On-going discussions with staff Financial strategy sensitivities Workforce planning 	VPSO

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
2	Financial (cont)									

2.4 A&R	Financial Fraud	4	3	12	<ul style="list-style-type: none"> Strong financial controls: segregation of duties and review of transactions. Review of impact of any changes in structure or duties Whistleblowing arrangements 	3	2	6 ↔	<ul style="list-style-type: none"> Continuous review of financial controls Internal Audit programme 	VPSO
2.5 F&P	D&A Foundation refuses/withholds funding for key College priorities	5	3	15	<ul style="list-style-type: none"> On-going dialogue with Foundation Trustees Appropriate bid arrangements in place 	3	2	6 ↔	<ul style="list-style-type: none"> Monitor and advise Board of Management 	Prin & VPSO
2.6 F&P	Demands of capital developments / maintenance impacts on financial sustainability or delivery of learning and/or services	3	2	6	<ul style="list-style-type: none"> Multi-year estates strategy and capital planning Lobbying of SFC on capital and backlog maintenance funding Planning for D&A Foundation bids 	2	2	4 ↔	<ul style="list-style-type: none"> Monitoring of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	VPSO

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	1	Routine	Remote
	Board	Board of Management	DirSE	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance									

3.1 LT&Q	Failure to reach aspirational standards in learning, teaching, and service delivery	4	3	12	<ul style="list-style-type: none"> Clear quality arrangements and priority actions Continuous self-evaluation and action planning Rigorous CPD arrangements in place Regular classroom observation and learner feedback arrangements 	3	2	6 ↔	<ul style="list-style-type: none"> Comprehensive monitoring of key PIs and student/staff feedback Regular Stop and Review events External review and validation findings 	VPCP, VPSO, DirC&A
3.2 LT&Q	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	<ul style="list-style-type: none"> Robust strategic planning and monitoring Effective environmental scanning Strong partnerships Clear links between strategy and practice Concerted demands for increased activity levels 	2	2	4 ↔	<ul style="list-style-type: none"> Effective internal monitoring/review/verification arrangements External review findings 	VPCP, VPSO
3.3 A&R	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes 	3	2	6 ↔	<ul style="list-style-type: none"> Monitoring and reporting in key areas – eg H&S, equalities, employee engagement Continuous professional development Internal audit programme Staff surveys 	Prin, VPSO, HoE

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.4 HR&D	Failure to meet the aspirational standards in respect of the health, safety, wellbeing and development of staff and students	3	4	12	<ul style="list-style-type: none"> Clear and proactive approaches to managing and promoting health, safety, and wellbeing Continuous self-evaluation and action planning Rigorous CPD arrangements in place Regular staff and learner feedback arrangements 	3	2	6 ↔	<ul style="list-style-type: none"> Regular employee engagement monitoring Open communication with staff Comprehensive monitoring of key PIs and student/staff feedback Regular union/management dialogue 	VPSO
3.5 Board	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	<ul style="list-style-type: none"> Marketing strategy Reputation plan Positive marketing approaches 	4	3	12 ↔	<ul style="list-style-type: none"> Stakeholder engagement Social media monitoring arrangements 	VPCP, DirC&A
3.6 HR&D	National bargaining outcomes impact adversely on College operations, activity, and flexibility	4	4	16	<ul style="list-style-type: none"> Influence within Employers Association Management of bargaining outcomes and implementation 	4	3	12 ↔	<ul style="list-style-type: none"> Positive union relations and staff communication On-going discussions with staff Innovation in approaches 	VPSO, VPC&A

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.7 HR&D	Industrial Relations Problems (including industrial action)	4	5	20	<ul style="list-style-type: none"> Adherence to legislative and good practice requirements Positive Union relations and staff communication Effective management development programmes Industrial action continuity planning 	4	2	8	<ul style="list-style-type: none"> Regular union/management dialogue Regular employee engagement monitoring Open communication with staff Industrial action continuity planning 	VPSO
3.8 A&R	Breach of data security / data protection	5	4	20	<ul style="list-style-type: none"> Effective management of GDPR compliance Mandatory staff CPD and awareness raising on data protection (relative to role) 	4	2	8	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing GDPR Action Plan Staff CPD 	VPCP, DirInf
3.9 HR&D	Failure to meet Prevent and related obligations	5	3	15	<ul style="list-style-type: none"> Prevent training Staff awareness and contingency planning Engagement/practice sharing with local agencies 	5	1	5	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing Information sharing with local agencies 	VPCP, VPSO

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Lead Responsibility
3	People and Performance (cont.)									

3.10 HR&D	College arrangements do not minimise risk associated with Modern Slavery	4	3	12	<ul style="list-style-type: none"> Clear and compliant procurement arrangements and procedures Staff identity checking arrangements and use of PVG. 	4	1	4 ↔	<ul style="list-style-type: none"> Annual procurement monitoring/reporting Regular employee engagement monitoring Open communication with staff 	VPCP, VPSO
3.11 Board	Failure to plan or respond adequately to future pandemic illness.	5	4	20	<ul style="list-style-type: none"> Monitoring and rapid response to WHO and UK/Scottish Government information and alerts Maintenance of COVID-19 good practice approaches to inform future use Effective business continuity planning in place 	4	2	8 ↔	<ul style="list-style-type: none"> Pandemic readiness / response included in business continuity plan reviews and testing COVID/Pandemic Response Group in place Active monitoring and rapid adoption of pandemic guidance / control measures 	Principal

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.1 A&R	Major Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures, RAAC or similar infrastructure failure	5	4	20	<ul style="list-style-type: none"> Sound systems of administration Clear fire and disaster recovery arrangements Staff CPD 	5	1	5 ↔	<ul style="list-style-type: none"> Business Continuity Plan including scenario testing 	Principal, VPSO, DirInf
4.2 F&P	Failure to achieve ambitions of Digital strategy; strategy and development is ineffective	4	3	12	<ul style="list-style-type: none"> Planning, careful phasing of changes to processes and systems Effective management of ICT arrangements Clear investment plan 	4	2	8 ↔	<ul style="list-style-type: none"> Regular review/reporting on milestones, systems effectiveness etc Regular CPD 	VPSO, DirInf
4.3 A&R	Significant breach of ICT/Cyber security resulting in loss of service sufficient to impact College student / staff outcomes	4	3	12	<ul style="list-style-type: none"> Effective management of ICT arrangements Active ICT/data security monitoring and cyber security policy 	4	2	8 ↔	<ul style="list-style-type: none"> Staff CPD on cyber security issues Regular security monitoring/testing Cyber resilience plan 	VPSO, DirInf
4.4 A&R	ICT infrastructure fails to support effective data security / data protection	5	3	15	<ul style="list-style-type: none"> Effective infrastructure and systems design and implementation Effective management of ICT arrangements and GDPR compliance 	4	2	8 ↔	<ul style="list-style-type: none"> Active data protection monitoring and auditing Effective information and data security policies in operation Regular data security monitoring/testing 	VPSO, DirInf

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders	ELT	Executive Leadership Team	Prin	Principal	Score	Impact	Likelihood
	SLT	Senior Leadership Team	DirC&A	Directors of Curriculum & Attainment	1	Routine	Remote
	Board	Board of Management	DirSE	Director of Student Experience	2	Minor	Unlikely
	VPSO	Vice Principal Support & Operations	DirFin	Director of Finance	3	Significant	Possible
	VPCP	Vice Principal Curriculum & Partnerships	HoE	Head of Estates	4	Major	Probable
	DirInf	Director of Infrastructure	Chair	Chair of the Board of Management	5	Critical	Very Likely

Risk Number & Committee	POTENTIAL CONTRIBUTING FACTORS			TREATMENT	POST MITIGATION EVALUATION					
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
4	Infrastructure									
4.5 F&P	Lack of investment in ageing / beyond serviceable life infrastructure (inc RAAC, Asbestos and M&E failure concerns) impacts on financial sustainability and/or delivery of learning and/or services New Additional Risk	4	4	16	<ul style="list-style-type: none"> Creation of long-term infrastructure principles and vision Multi-year estates strategy and capital planning Lobbying of SG and SFC on capital and backlog maintenance funding Identification of alternative funding routes Planning for D&A Foundation bids 	3	4	12 ↑	<ul style="list-style-type: none"> Lobbying of SG and SFC on campus vision and needs Prioritization of capital plans and expenditures Regular review of capital plans/timescales relative to funds 	Principal VPSO

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk



Human Resources and Development Committee

Thursday 15 February 2024

PAPER F

HR METRICS

BOARD OF MANAGEMENT

Human Resources and Development Committee

Thursday 15 February 2024



HR Metrics

Paper F for information

1. Introduction

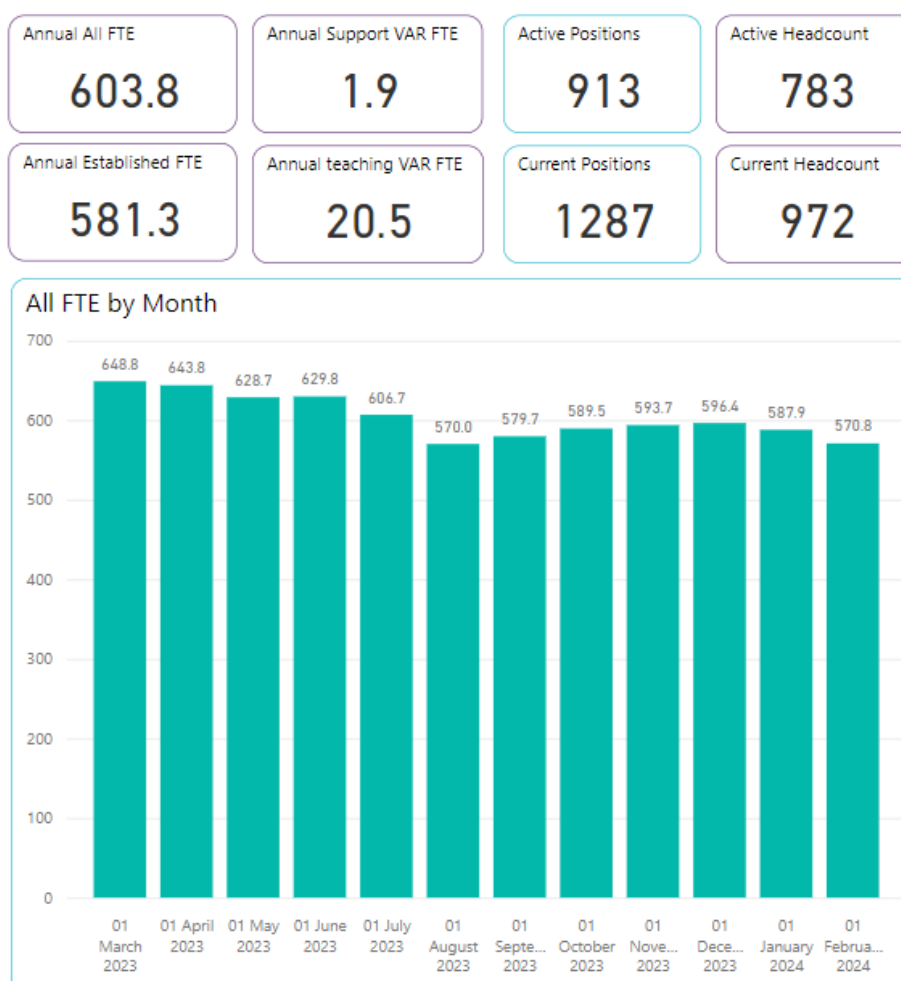
The HR&D Committee agreed a series of standardised HR&OD metrics that are made available to Committee members at each meeting. The template for these metrics is designed to give Board members an easy to read picture of the College's core human resource information.

Some of the information is presented as an annual figure and will detail comparisons with previous years. This is of particular importance in identifying trends and changes over time.

Other data is presented on a quarterly basis and taken as a snapshot of the status at that point in time.

2. HR Metrics

Following a number of queries raised regarding previous staff FTE data, this has been reviewed and the undernoted information is suggested as a standard update going forward.

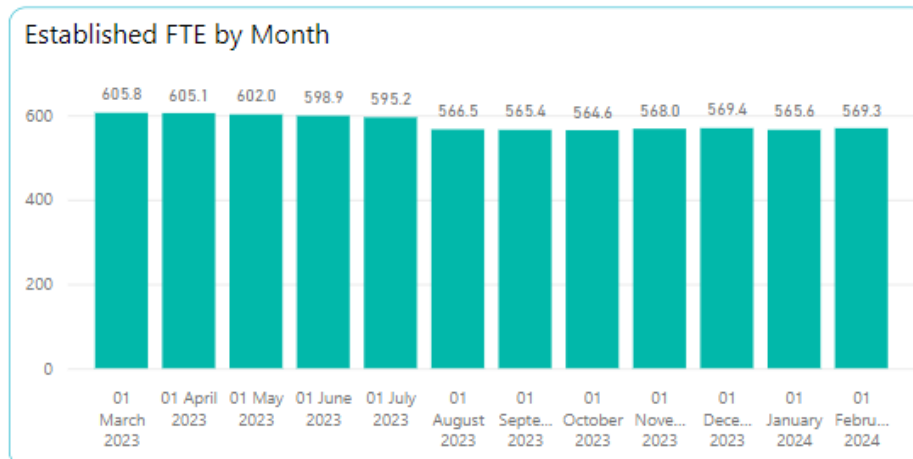
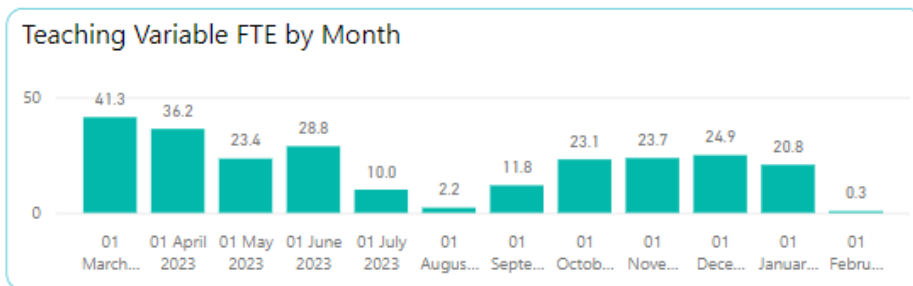
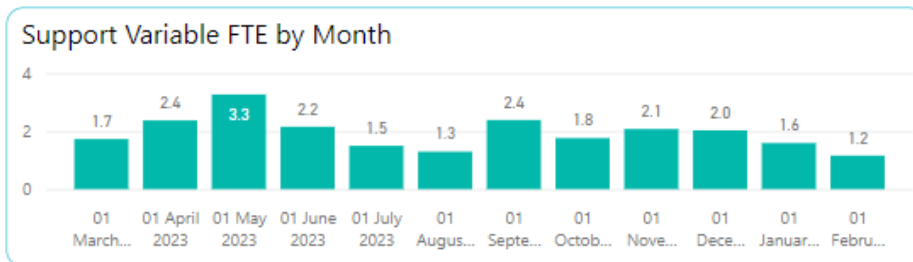


This data covers the FTE, Headcount and Position information as summarised below and is drawn directly from the live dashboard information utilised within the College. Using this data is easier to compile and gives a more accurate snapshot of staffing data at the point in time of each meeting. Thoughts and comments on this revised format are welcomed.

Comparison Data from Previous Meeting **FTE 618.3** **Active Headcount 773**

Explanatory Notes:

- “Annual All FTE” represents the total College FTE by month on a rolling basis over the previous 12 months
- “Annual Established FTE” represents the established (permanent) staff element of the total figure above
- “Annual Support VAR FTE” and “Annual Teaching VAR FTE” represents the non -established variable staff FTE in relation to support staff and teaching staff on a rolling basis over the previous 12 months.
- “Active Positions” and “Active Headcount” show the number of positions and headcount which have been paid over the previous 3 month period (including current month).
- The “Current Positions” and “Current Headcount” shows the total number of occupied roles and headcount live within College systems, regardless of when hours were last worked.
- The first two charts below show the support and variable FTE by month for the last 12 months.
- The last chart shows the established staff contracted FTE by month for the last 12 months



Diversity Data Held	%
Ethnicity/Race	47%
Disability	57%
Gender Pay Gap	7.0%
Diversity Data Gaps	40%

The need to improve equalities data recording for staff within the integrated HR-Payroll system has been recognised for a number of years but has been hampered by other priorities arising through the cyber-attack followed by the COVID pandemic and saving planning. This has been identified as a priority within the College equalities Mainstreaming report and work will be progressed over 2023/24 to improve data recording across the range of protected characteristics.

Staff Absence Data (year to date)

This data has been updated to reflect that discussed at each Health, Safety and Wellbeing Committee.

*The staff absence rolling year figures and the stress related absences have been inflated due to the variance in the reporting for the month of August. The variances cannot be identified but are attributed to the transition from Hydrogen to ITrent. The reports from both systems for the month of August vary and there is no way of identifying where the variances lie. ITrent launched on the 1st of September and Hydrogen will not be referred to for future papers however Augusts impacts will artificially inflate the figures for the remainder of the rolling year.

	*Staff Absence Rolling Year to 31/01/24	Staff Absence Rolling Year to 26/10/23
Average working days lost per headcount	9.41 days	9.21 days
Working time lost	3.62%	5.27%
Comparison with sector/national rates UK All Sector rate (CIPD 2016) UK Public Sector rate (Unison 2016)	3.3% (2.6% CIPD 2020) 3.4%	

Absence Analysis (Incidents)	Rolling Year to 31/01/2024	Rolling Year to 26/10/23
Long Term Absences (4 weeks or more)	134	136
Short Term Absences	744	843
Stress Related Absences – Work related	*12	13
Stress Related Absences – Non-work related	*81	86

Other HR Metrics

	2023/2024	2023/24 Full Year
Staff Turnover Rate (non-forced)	2.36%	11.53%
Employee Hearings		
Discipline	0	7
Grievance	0	5
Tribunal Actions	0	1
Recruitment Exercises	39	80
Current Vacancies	3	

3. OD Metrics

	YTD 2023/24	2022/23 Full Year
Engagement with Leading Learning Academy (per team)	100%	100%
Number of internal CPD events delivered and external events supported	320	304
Number of attendances at internal and external CPD events per employee headcount	1560	1371
Organisational Development budget per employee headcount	-	£110
Engagement survey ratings (annual/periodic)	-	-
Employees participating in College-wide strategy and working groups % of employee headcount	-	-
Employees with health and safety certification (this is in addition to mandatory obligations - all new employees have H&S briefing)	See H&S Annual Report	See H&S Annual Report
Employee benefits take up rates	All staff registered	All staff registered

Induction

Induction 2023/24	New Starts	Not Started	In progress: On Track	In progress: Behind	Completed	Total
Academic	4	0	4	0	0	0
Support	3	0	3	0	0	0

Training & Development Completion Rates

Activity	2023/24 Completion Rate to date
Development Reviews	60%
Mandatory Training	
*Safeguarding	83%
*Equality & Diversity	88%
*Mental Wellbeing in Children and Young People	81%
**GDPR	73%
**Cyber Security	81%
#Display Screen Equipment	74%
#Health & Safety	68%
#Fire Safety	75%

The above figures represent completion rates in respect of the 3 year rolling mandatory training cycle of courses as follows.

*2022/23 Mandatory Training List

**2021/22 Mandatory Training List
#2020/21 Mandatory Training List. As a three year rolling programme these courses are the priority again for AY 2023/24

4. Link to Strategic Risk Register

Information in this report is intended to provide Board members with reassurance that actions and activities are being progressed and addressed that support the mitigation of a range of risks identified within the Strategic Risk Register namely.

- 2.2 – failure to achieve institutional sustainability
- 3.1 – failure to reach aspirational standards in learning, teaching, and service delivery
- 3.3 – Legal actions; serious accident; incident or civil/criminal breach
- 3.4 – failure to meet aspirational standards in respect of the health, safety, wellbeing and development of staff and students
- 3.9 – failure to meet PREVENT and related obligations

Author: Karen Buchan, HR Manger / Colin Lynagh, Business Intelligence Officer
Executive Sponsor: Steve Taylor, Vice Principal People and Performance



Human Resources and Development Committee

Thursday 15 February 2024

PAPER G

MEETING MINUTES/UPDATES



JOINT CONSULTATION FORUM

Wednesday 31st of January 2024 at 2.00pm

PRESENT: S Hewitt R Gordon
 D Gaughan K Buchan
 S Oakley D Smith
 J Roscoe

Item		Acti ons
1	<p>Apologies</p> <p>Apologies were noted from Leann Crichton, Julie Grace, Steven Taylor, Alex Williamson.</p>	
2	<p>Minute of Previous Meetings, 29 November 2023</p> <p>The minutes of the previous meetings were approved.</p>	
3	<p>Matters Arising</p> <p>SH explained, two lifts fully replaced. There are two further lifts still in need of repair. Estates to provide update on long term plan to repair/replace the other lifts.</p> <p>Term dates have been displayed on the portal.</p> <p>Update on where we are as a college has been provided further updates will be provided over the coming weeks and months.</p> <p>JR Confirmed, Timetabling audit will commence week commencing the 5th of February to review underutilisation and timetabling of staff.</p> <p>SO highlighted some possible issues with Celcat and it was agreed a separate conversation regarding Celcat and specific examples of potential queries with JR will be held.</p>	<p>ST</p> <p>SO/ JR</p>
4	<p>2023-24 Student Recruitment</p> <p>JR provided an update of student recruitment, January recruitment the target has been met and retention is good. Teams are doing work around student engagement. Most courses are full, August starts are slightly ahead 300 applications up on last year.</p>	

SH outlined, it's the first time we have hit the January target for years and we are up on last year. Early indicators show stability starting to become evident.

SO Asked if we know why the numbers are better?

SH Explained the portfolio is probably correct, a broad enough offer to attract people to want to come and study with us.

JR commented, integrating streams has been very effective and the marketing and events around that has also helped.

DS Highlighted, you can see the shift from the pandemic people want to get back to normal and seek employment and think about the future.

SH stated, I would agree we can see the impact of that.

SO Asked is there plans to get feedback on the structure and the recruitment of students, are we evaluating all of that.

SH Confirmed there will be feedback sought through a staff survey around March and we will ask questions about the structure whilst seeking other feedback.

JR Stated we will also look at retention plans for each area.

RG Asked will there be an agile approach to reviewing the courses.

SH Confirmed we do an agile review as part of the review every year and this is the normal process.

RG Stated If we can change the narrative around what's normal change and what's part of a savings plan that may help staff understand things better.

SH Agreed that is something we can take into consideration when communicating changes.

SH Confirmed retention has gone up but there is still work to do, there was 97 students who didn't return from Christmas break.

SO Highlighted feedback from his department seems to indicate a lot around mental health.

SH Agreed there is a lot of challenges students face, it's how we get the right support at the right time.

RG Asked what level of attainment is required for students on courses, at what point do they get told courses are no longer available for the following year, I would think that would impact on the students mental health. I know we need a certain number of students to pass an HNC before we can run HND when is that discussed.

JR Asked for a separate conversation be picked up on specific examples RG was aware of .There is support there for certain students who are struggling to attain and different measures are taken to support the student.

5	<p>College Finances & Financial Sustainability Plans/ College Reform Agenda.</p> <p>SH Explained we have undertaken work last year, we closed off the account with .5 million deficit part of the .5 million deficit was a provision for claw back, because we didn't hit recruitment target last year we included a provision of 400k in case the money was clawed back.</p> <p>We have now been told the 400k will not be clawed back, the 400k has now been added back to the budget, we had 131k surplus means we have a surplus of around 500k however this includes a provision for the pay award.</p> <p>We opened VS again, we have had some applications, decisions have still to be made on the applications, the surplus also includes the money needed to cover those costs.</p> <p>For this year we are in a much better position however given the report we need to consider what next year will look like. If you look at the budget settlement from last year to this year it looks like an 8.4% reduction, however this is based on the starting point of last years budget, there were funding pots that were removed last year before we even received last years budget, therefore the 8.4% is not actually 8.4% our operating cash is effectively the same as previous years, slightly less than flat cash.</p> <p>RG Stated for us it is great however for other colleges it is scary, there are a lot of people who are going to lose their jobs.</p> <p>SH Explained there are still some pots we aren't quite clear on, when we model we are anywhere between 360k to 4-500k of a deficit, if that is the case it will be manageable. We can make decisions on capital spend and other areas to manage.</p> <p>SH confirmed he hasn't written to staff because the 8.4% is misleading, stating we are in a better position, we are not sitting with a savings paper, we are thinking about each vacancy as it comes up, and we are looking at how we can bring in additional funds, but that should always be the case.</p> <p>SH confirmed the final budget will come out in March, at that point we will firm up our budgets. Karen Watt herself said we as a sector may never go back to the same level of funding as we have in previous years, Scottish Government feel we should be pleased with the core funding we have been given. There is no more funds for estate and infrastructure colleges are sitting with a big back log of repairs and upgrades. There is a real lack of direction for the sector on what we do.</p> <p>There will be some significant announces coming in the next few weeks, particularly around apprentices and how SDS is funded, Scottish Government are looking at moving the funds to colleges as early as next semester.</p> <p>SH noted he was in a triparty meeting and there is a willingness to help but to be clear it is not more money, it is about processes regarding how the</p>	

	<p>funding mechanisms work. The college sector was told 24/25 will be the hardest years and that's why we have taken the action we have which has given us better stability than other colleges.</p> <p>DS Asked, I thought Graeme Day mentioned previously there might be more funding for next year.</p> <p>SH confirmed this is unlikely to be the case, there will be very limited funds next year. The question asked yesterday was what should we be doing as a college, Graeme Dey said we need to position ourself as closely as possible to business, build partnerships. I explained we have reduced staff and we have no money, it is difficult to then plan and do the work that is necessary.</p> <p>SO Highlighted one positive is we have people that are focused and want to make things better.</p> <p>SH Agreed that is why we are more successful than other colleges, and we can weather the situation, however it is collateral damage to people working in that environment, however we are not in a position where we are facing a savings plan, things are more stable and that is the message we need to get across to the staff.</p> <p>SH Noted what you will see by March is a ten year plan for what we want to see for the college rather than sit and wait for guidance, staff will hopefully feel a sense of being involved and engaged in the future of the college.</p>	
7	<p>Union Items</p> <p>RG In terms of the people who have a RLW applied and the gap between staff and team leaders and other grades can there be some communication to go out to clarify what will happen when the pay award is applied it is having the impact on TL.</p> <p>SH We will look at the communication around that point.</p> <p>RG Explained there is an ultimatum that has went over to employers for Friday which I hope it is workable but you may not be aware of it yet.</p> <p>SO Noted he is seeing the impact of mental health on students across all campuses. What I would like to ask is how we address this in a more focused way coming up with a working group and how the college could invest in approach.</p> <p>SO noted we are trialling something with Dylan Edmonds the EIS Learning Rep he is running sessions with some curriculum areas to focus on promoting positive behaviour and how staff can share good practice across the college.</p> <p>JR Noted there are a number of groups that are fragmented and we possibly need to pull all the resources together to create a more joined up approach, I will look at who to involve and pick this up.</p>	ST

	<p>SO Noted we are seeing an increase of more for less with staff and we need to consider this, can we do some research, I am seeing people at their wits end.</p> <p>SH Confirmed we can pick up conversations around this point, the staff survey will also seek feedback on this.</p> <p>KB Noted we do also have a number of other interventions and we do have regular discussions with staff who have been struggling for a number of reasons, unfortunately the services in the community are under real pressure.</p> <p>SO Noted you will have received a letter recently about the ASOS commencing from the 12th of February there is also a National strike day on the 29th of February and the possibility of two local days of action on the 12th and the 14th of March however this is not yet confirmed.</p> <p>SH Noted there was push back yesterday about ASOS and there was distinct talk about reduction in salary some saying 100% but no definitive answer.</p> <p>SH also commented there is no money, what happened in the past is the government has stepped in and it has set a precedent but on this occasion they are not going to step in.</p> <p>DG Asked if there any plan for additional CPD, is there likely going to put that b ack in for Degree qualifications etc.</p> <p>KB Noted CPD applications are well supported and we still receive a number of applications, however the fund you are describing is the advanced fund we can look at this for next year’s budget however funds are very limited.</p>	JR
8	<p>Policy Review Group</p> <p>People Strategy will be updated, and feedback sought from the People Strategy Group before it is brought to the Policy Review Group.</p>	
9	<p>AOCB</p> <p>None noted</p>	
10	<p>Date of Next Meeting TBC</p>	

Action- KB to liaise with People Team and ST to agree relevant reporting headings.

SF advised that after discussion with ST and AR, it would be beneficial for project-based working groups to be formed, as required, to ensure the output of the HS&W committee is effective and relevant. Agreement was given from the group.

4. Health, Safety & Wellbeing Performance

4.1. Health & Safety

SF noted the H&S Officers Report.

SF highlighted the low number of Near Misses (NM) being reported and advised that they were looking for better reporting once the H&S training was complete. The group had a discussion around clarification of NM's and methods of reporting (AINM system/ Estates Helpdesk/Room Posters/Fleetcheck).

Action- BG/AR to look at possibility of helpdesk system recording NM's

Action- SF to create working group to look at NM engagement and report back to committee. Agreed group SF,JB,SRe,BL,LK,LL.

SF advised the meeting of the RIDDOR rules of reporting e.g. staff member off for over 7 days due to an accident at work. KB requested People Team be notified of any staff member off due to an accident at work.

Action- SF/JB to look at current system and best way for People team to be notified.

SF highlighted the significant reduction in physical assaults recorded in the first 6 months of the current session compared to that of the previous. But also highlight the increase in verbal assaults recorded.

4.1.1. Union Feedback

No union representatives in attendance

4.2. Wellbeing

4.2.1. Staff

KB noted report.

KB noted the rise in absence but advised that this could be reflective of the new easier reporting system, iTrent.

KB discussed the wellbeing work being carried out by People Team, Student Association and Learner Engagement and noted the possibility of this all being brought under one banner. The group had further discussion about wellbeing engagement and promotion, with agreement that a working group be created with the following departments in attendance – People Team, Students Association, Learner Engagement, Marketing, Student Services and Sports.

Action- KB to create a wellbeing working group and report back to committee.

The group discussed staff wellbeing opportunities and particularly the issue of not all staff feeling like they are permitted to attend events and front facing staff not having the opportunities to attend events.

Action- LL and AR to take this issue back to LDR to ensure buy in from all departments.

4.2.2. Students

No Student Association representatives in attendance but report was submitted.

LS discussed areas in which the Learner Engagement Team are involved and highlighted volunteering and the Brit Challenge but noted that communication and engagement are also an issue for them. It was agreed that LS will be part of the wellbeing working group.

5. Accident Investigation Summary Findings and Lessons Learned

SF advised that whilst there were no reports for this meeting, this section would include reports similar in type to that following the Fire Incident in Gardyne in summer 2023 where details are shared to the committee on accident/incident Investigation findings, actions taken, and lessons learned.

KB noted at present staff members absence is recorded under the injury e.g. broken foot and enquired if it would be more beneficial to be recorded as "Accident at Work" if applicable, SF agreed.

6. Health, Safety & Wellbeing Training

6.1. Health & Safety

SF advised that the mandatory training modules had a completion date of 31st January 2024, and that as of 30th January 538 staff were complete and 352 staff not complete.

SF advised that the H&S Management Training for HCQ's was completed with good feedback. And that the Support Line Managers training is scheduled for Thursday 15th February 2024.

SF advised that the H&S Team would be developing a D&A College specific H&S Training module and the group agreed it would be appropriate for this to be completed within the first week of starting at the college.

6.2. Health & Wellbeing

Nothing to report.

7. New Issues or Other Reports in Internal and External Health, Safety and Wellbeing

Nothing to report.

8. AOCB

LL enquired how the LDF can support completion of the mandatory training modules and when the non-completion report will be sent out to managers. SF confirmed that summary reports showing staff who have not completed their mandatory health and safety training courses are being prepared and it is anticipated that these reports will be sent to HCQ/Support Line Managers by email w/c 5th February 2024 with the request for all outstanding mandatory health and safety training be completed by end of Feb 2024.

SF highlighted ongoing issues with the first aiders rota and requested a working group to develop solutions. It was agreed that this would be added to the NM working group remit.

9. Date of Next Meetings

Wednesday 22nd May 2024 at 9am, Kingsway Campus A625

Wednesday 25th September 2024 at 9am, Gardyne Campus Y150

Wednesday 29th January 2025 at 9am, Location TBC



Human Resources and Development Committee

Thursday 15 February 2024

DATE OF NEXT MEETING-

**Thursday 2 May 2024 at 5:00pm in Room A625,
Level 6, Kingsway Campus**